

OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE



**United States Intelligence Community (IC)
100 Day Plan for INTEGRATION and COLLABORATION**

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INTRODUCTION:

Today, as in the past, the United States and our allies face dangerous challenges to our security, freedom, and way of life. The current global environment, however, is more interconnected, complex, and dynamic than the bipolar world of the Cold War. The advance of globalization has enabled, amplified, and accelerated threats stemming from international terrorism, weapons of mass destruction (WMD) proliferation, failed states, and illegal drug trafficking. These threats, among others, move at increasing speeds due to technology and across geographic and organizational boundaries, blurring the distinction between foreign and domestic threats, and between strategic and tactical events. Radical extremist movements use global terrorism to further their causes by attacking innocent people without regard to national boundaries and state and non-state actors continue to demonstrate their intent to acquire WMD through illicit means. One of the greatest concerns is the potential for extremist groups to succeed in obtaining WMD for devastating terrorist attacks.

To confront today's threats, exemplified by the terrorist attacks of 11 September 2001, the United States has made many changes in the way we conduct intelligence, law enforcement, homeland security, diplomatic, and defense activities. Drawing on in-depth studies—such as the 9/11 Commission Report, the WMD Commission Report, internal Executive Branch reviews and reports by both houses of Congress—the Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA) was enacted to improve our effectiveness alongside several Executive Orders aimed at providing specific Administration direction.

Significant progress has been made in enhancing the effectiveness of the Intelligence Community. Much more, however, must be accomplished to counter today's threats effectively. To serve better the nation and our principal customers—from the President, the Congress, and the warfighter to state and local authorities—the IC must become more agile and effective by enhancing integration and collaboration.

This 100 Day Plan builds on the foundation established by the National Intelligence Strategy (NIS). The initiatives contained herein map to the strategic objectives—both mission and enterprise—addressed in the NIS. The 100 Day Plan represents specific initiatives and tasks to be accomplished according to the priorities of the Director of National Intelligence (DNI). The goal of the 100 Day Plan is to demonstrate short-term progress and build momentum for integration and transformation across the Community. This plan will be followed by the drafting of a 500 Day Implementation Plan that aligns and synchronizes on-going and planned activities not included in the initial 100 Day Plan.

The 100 Day Plan is aligned to six integration and transformation Focus Areas:

1. Create a Culture of Collaboration
2. Foster Collection and Analytic Transformation
3. Build Acquisition Excellence and Technology Leadership
4. Modernize Business Practices
5. Accelerate Information Sharing
6. Clarify and Align DNI's Authorities

Each area addresses the imperative for change and the initiatives associated with introducing the change. Each objective was developed to achieve rapid and significant performance gains by increasing integration and facilitating collaboration throughout the IC and with public and private sector partners.

FOCUS AREA 1: Create a Culture of Collaboration

Imperative for Change: Few transformation efforts have been successful when they did not address culture, attitudes, and day-to-day behaviors. To address these cultural issues, we must integrate IC personnel practices and create a culture of collaboration. Specifically, the Plan advances valuable human resources programs, modeled after the Department of Defense's transformational Goldwater-Nichols Act, which will integrate the IC's workforce by promoting "jointness" through recruitment, training, exercises, education, retention, assignments, and career and leadership development.

1.A Initiative: Begin the implementation of Joint Duty.

Deliverable: Disseminate briefing materials to the IC workforce about the new Joint Duty program.

Outcome: Encourages, incentivizes, and institutionalizes collaborative/joint behavior.

1.B Initiative: Publish IC-wide performance appraisal system requirements, including a 360-degree feedback component.

Deliverable: Publish an IC Directive on performance management.

Outcome: Creates results that are outcome-focused and performance-based.

1.C Initiative: Publish IC Equal Employment Opportunity and Diversity (EEOD) Cross Cutting Emphasis Area Plan.

Deliverable: Publish an EEOD plan (DNI/EEOD) and publish a recruiting strategy (DNI/CHCO and DNI/EEOD).

Outcome: Manages diversity to gain and sustain a competitive advantage against our adversaries. Moves toward creating a workforce that looks like America.

FOCUS AREA 2: Foster Collection and Analytic Transformation

Imperative for Change: We need to foster collection and analytic transformation by strengthening integration, collaboration, and tradecraft. This focus area emphasizes the radical transformation of analysis through integration of analytic workspaces, analytic products, analytic tools, and the analytic direction of intelligence collection. It also focuses on ways to bolster penetration of and collection against our hardest targets. At its root, this effort's success depends on increased transparency and collaboration between analysts and collectors. In order to realize a mission-centric approach to intelligence, we also must consolidate and synchronize requirements data from across the Community. The ultimate objective is to strengthen collection and analysis to ensure that primary customers receive the most timely, accurate, and relevant information possible to face our most critical challenges.

2.A Initiative: **Accelerate the implementation of the Intelligence Community Analysis and Requirements System (ICARS) to ensure full development of a systemic analysis and collection requirements tracking capability.**

Deliverable: Develop and coordinate within the IC an ICARS implementation plan.

Outcome: Creates a single mechanism by which we can manage and adjudicate analysis requirements.

2.B Initiative: **Develop an operating construct that examines the different Mission Manager models and provides a consistent and flexible operating framework around integrated collection and analysis.**

Deliverable: Create a whitepaper on an IC-wide integrated operating model.

Outcome: Narrows the options around competing operating models and provides the foundation for a larger, IC-wide concept of operations.

2.C Initiative: **Provide a collaborative IC-wide analytic Information Technology (IT) environment encompassing current initiatives, such as A-Space, the Library of National Intelligence, and Catalyst. These initiatives integrate IC efforts to address the challenges of information overload, collaboration, and information sharing.**

Deliverable: Develop and coordinate throughout the IC an implementation plan for an IC-wide analytic IT environment with milestones and metrics.

Outcome: Provides our personnel with collaborative capabilities that will improve analytic quality.

2.D Initiative: **Adopt Intelligence Community analytic, sourcing, and evaluation standards.**

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Deliverable: Issue policies and guidelines to strengthen analytic tradecraft by ensuring that the Intelligence Community applies a common set of rigorous standards.

Outcome: Develops skills, build trust, and encourages collaboration. Contributes, also, to unit cohesion and, as such, strongly enhances Community performance.

2.E Initiative: **Finalize an ICD on the revised National Intelligence Priorities Framework (NIPF) process.**

Deliverable: Issue and implement a revised NIPF ICD.

Outcome: Fosters implementation and Community acceptance by embedding the NIPF with analysis and collection.

2.F Initiative: **Expand integrated collection strategies on key hard targets based on customer needs and analytic direction from the IC.**

Deliverable: Identify the requisites of a plan to penetrate the most difficult targets to meet our most critical intelligence needs.

Outcome: Optimizes our limited collection resources against our most difficult targets.

FOCUS AREA 3: Build Acquisition Excellence and Technology Leadership

Imperative for Change: During the Cold War, the Intelligence Community was able to create and acquire cutting-edge technology to penetrate and observe the nation's adversaries. Today, acquisition processes have not kept pace with the need to address adversaries whose capabilities evolve rapidly and in unpredictable ways. To meet this challenge, we must incentivize IC leadership to achieve acquisition excellence, streamline acquisition policies and processes applied to IC practices, and enhance the professional capabilities of the acquisition workforce. Our goal is to shorten development timelines and produce more reliable systems.

3.A Initiative: **Modify current acquisition processes to enhance the efficiency and effectiveness of our collection systems, taking full advantage of special DNI authorities for acquisition.**

Deliverable: Establish a DDNI for Acquisition and prepare a draft strategy for review by the DNI, the Executive Committee, and the IC.

Outcome: Articulates the Director's intent and commitment to leadership, resources, and capability development.

3.B Initiative: **Review existing acquisition authorities and determine an action plan for shortfall corrections.**

Deliverable: Develop an acquisition authorities recommendation and implementation plan.

Outcome: Creates an action plan to meet IRTPA goals requiring the DNI to ensure the effective execution of the annual intelligence budget and to ensure the elimination of unnecessary duplication within the IC for acquisition of major systems funded by the NIP.

3.C Initiative: **Create a robust advanced research capability emphasizing speed, surprise, and synergy.**

Deliverable: Draft an IARPA Implementation Plan.

Outcome: Creates synergy and innovation across the IC by harnessing technology in new ways to create strategic advantage (similar to the use and activities of the Defense Advanced Research Projects Agency in the Department of Defense). Demonstrates recognition of the changing nature of the technical landscape with a strong commitment to technical innovation via IARPA. Works across agency boundaries, in the "white spaces" between agencies, on activities that agencies may miss based on current business models, and on "blue sky" concepts too "distant" for agencies consumed with current operations.

FOCUS AREA 4: Modernize Business Practices

Imperative for Change: We need to adopt proven best practices in both industry and government around enterprise management. Applying modern management practices includes working aggressively to reform the security clearance system to speed processes. It also means capturing agility by improving financial management and instituting auditable statements for Intelligence Community components. We need to move from our current input-focused, budget-driven approach towards an output-focused, capability-driven model. We also need to embrace fully a performance-based culture that measures and rewards performance.

Metrics to measure progress: We have an obligation to share with Executive and Legislative branches how we are doing in our work to reform and to strengthen intelligence.

4.A Initiative: Develop and implement security clearance process improvements, both within the IC and at the national level.

Deliverable: Prepare a validated proof of concept pilot proposal for the development of an alternative security clearance process.

Outcome: Establishes incentives for the IC to more quickly attract and hire highly qualified Americans to include first-generation Americans whose native language skills and cultural experiences are indispensable to facing current and future national security challenges. Secures support by senior government officials of security clearance reforms, led by the OMB. Where possible, extend lessons learned and expedited procedures to the industry base supporting the IC.

4.B Initiative: Establish a Senior Advisory Group to advise the Director and the DNI Executive Committee (EXCOM) on policy, industry best practices, technology breakthroughs, and best-in-class solutions.

Deliverable: Develop the Senior Advisory Group's Terms of Reference and a meeting schedule and plan.

Outcome: Provides an outside group looking in at the enterprise, encouraging innovation and informing decisions.

4.C Initiative: Identify budgetary resources for strategic priorities.

Deliverable: Identify lowest priorities and construct five percent "trade space."

Outcome: Furnish concrete options to address strategic priorities flexibly.

4.D Initiative: Improve financial management across the IC.

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Deliverable: Create a comprehensive financial management improvement plan, establish an ODNI-led governance board, and hold first major review.

Outcome: Provides for enhanced fiscal accountability and auditable statements across the Community.

4.E Initiative: **Advance budget performance integration.**

Deliverable: Consolidate the performance metrics system, outline the FY 2009 performance budget, and rollout the outline to the IC.

Outcome: Rationalizes performance metrics and ensures Community support.

FOCUS AREA 5: Accelerate Information Sharing

Imperative for Change: The IC needs to press ahead with a comprehensive evaluation of information sharing, to include classification rules and Program Management behaviors that have accumulated over more than half a century. In conjunction with the government-wide efforts of the Program Manager for the Information Sharing Environment (PM-ISE), we will move from a “need to know” to a “responsibility to provide” culture and mindset among our collectors and analysts. This will require bold rethinking of classification rules and standards as well as changes to cultural behaviors that lead to thinking of oneself as a “data owner” over information, thereby inhibiting sharing. This issue must be approached from a cost-benefit standpoint. Ultimately, we will rewrite policies in a way that, while protecting sensitive information, objectively weighs the risk of compromise with the risk to intelligence collection and analysis of *not* providing information to those who need it. The Plan includes objectives related to enhancing information sharing within the IC as well as the formalization of fusion centers that are in the process of being developed. It is understood that exact behaviors cannot be proscribed. The intent is to shift from the current “need to know” mindset to create appropriate tension in the system to more effectively balance the “responsibility to provide” while still addressing the requisite need to protect sources and methods.

5.A Initiative: **Improve internal IC information sharing by revising standard policy guidance for defining, handling, and disseminating sensitive compartmented information.**

Deliverable: Develop and disseminate revised standard policy guidance throughout the IC.

Outcome: Introduces workforce efficiencies and information sharing by reducing administrative overhead while protecting sources and methods.

5.B Initiative: **Move from a “need to know” model to a “responsibility to provide” collaborative environment by developing an implementation plan for an IC-wide identity structure with attribute-based access, such as clearance level, project affiliation, or other such attributes.**

Deliverable: Provide universal identity access across the Intelligence Community to increase information sharing and collaboration capabilities based on attributes and operational needs.

Outcome: Enables information sharing while providing accountability if compromises were to occur.

5.C Initiative: **Support PM-ISE, FBI, and DHS efforts to share with state, local, tribal, and private sector entities.**

Deliverable: Publish and disseminate guidelines.

Outcome: Provides actionable intelligence to the domestic, front-line customers.

5.D Initiative: **Develop plans to move the IC collection and analytic communities from a “need**

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to know” model to a “responsibility to provide” collaborative environment by developing an approach and implementation plans for an IC-wide impact.

Deliverable: Sign an implementing plan and directive on sharing intelligence with all appropriate U.S. consumers.

Outcome: Provides an environment to enhance collaboration between our national agencies while supplying a venue to share more information with U.S. consumers at all levels.

5.E Initiative: Forge closer intelligence relationships with foreign partners.

Deliverable: Sign an implementing directive on sharing intelligence with foreign partners.

Outcome: Provides an environment to enhance collaboration between our national agencies while providing a venue to share more information with our coalition partners.

FOCUS AREA 6: Clarify and Align DNI's Authorities

Imperative for Change: While the IRTPA made great progress in clarifying and strengthening the DNI's authorities to lead the Intelligence Community, more is required to realize fully the intended benefits. We need to delineate clearly the roles and responsibilities of the heads of Intelligence Community components, as well as to clarify DNI authority regarding national intelligence agencies.

6.A Initiative: **Address the definition of roles, responsibilities, and relationships within the IC to determine if and what changes may be needed.**

Deliverable: Propose appropriate revisions to existing statutes, regulations, and directives.

Outcome: Provides the foundation for lasting transformation within the Community by clarifying the roles, responsibilities, and dependencies across agencies.

6.B Initiative: **Assess DNI authorities with regard to declassification processes.**

Deliverable: Move from a “need to know” to a “responsibility to provide” paradigm and address the third agency rule.

Outcome: Enables the ready-realization of information sharing.

6.C Initiative: **Establish an Executive Committee to advise the DNI in the discharge of his responsibility for coordination of all intelligence activities that, together, constitute the foreign and domestic intelligence efforts of the United States.**

Deliverable: Approve the Terms of Reference for the EXCOM with defined representation, roles, and responsibilities.

Outcome: Provides common guidance on the development, implementation, and evaluation of activities of the IC.